



**This submission to the Senate Education, Employment and Workplace Relations Committee Inquiry into Industry Skills Councils is provided by ForestWorks, the bi-partite, expert research and representative organisation of the Forest, Wood, Paper and Timber Products Industry with respect to education, workplace skills and training.**

**With regards to the terms of reference to the inquiry, ForestWorks provides information about itself and one of the roles it performs which is the functions of an Industry Skills Council.**

**In summary we submit the following:**

- (a) the role and effectiveness of Industry Skills Councils (ISCs) in the operation of the national training system particularly as it relates to states and territories and rural and regional Australia;

ForestWorks performs a vital role in providing information and advice that assists in a more effective the national training system. ForestWorks provides the formal and often informal link between state training authorities, the Federal Government, industry and training providers. Much of the Forest, Wood, Paper and Timber Products Industry is based in rural and regional Australia, and ForestWorks provides the link between all regions of our industry across Australia through the collection and then provision of research and information related to the identification and development of skill needs for Australia's economic development.

This role is becoming increasingly essential to an industry emerging as a critical contributor to achieving a low carbon productive Australian economy.

The federal government achieves significant leverage from using ForestWorks existing and extensive Australia wide network of skills professionals, industry associations, enterprises, training providers and state based organisations. DEEWR has access to information and advice not able to be gained from any other source. Information that is validated and sourced directly from industry; information that is essential to assist Australia to meet its skill needs.

Commonwealth departments other than DEEWR, such as DAFF, DCC and Dept of Innovation source a part of their intelligence and data from ForestWorks as they continue to update their understanding and knowledge of the workforce and the challenges in our industry.

Our role has been recognised by the government with the inclusion of the ForestWorks CEO in the Forest Industry Leaders Ministerial Roundtable convened by Minister Tony Burke.

- (b) accountability mechanisms in relation to Commonwealth funding for the general operation and specific projects and programs of each ISC;

Our submission provides information regarding the contractual nature of the work that ForestWorks performs on behalf of the Commonwealth and stresses that funding is on a contractual basis, with agreed outcomes and key performance indicators closely monitored by DEEWR with expenditure independently audited.

- (c) corporate governance arrangements of ISCs;

ForestWorks submits it has best practice governance arrangements consistent with all ASIC requirements for a registered Company limited by guarantee. These arrangements are transparent and orderly via a broad industry stakeholder membership, constitution and a Board of Directors elected by members and accountable to members.

- (d) Commonwealth Government processes to prioritise funding allocations across all ISCs;

ForestWorks does not have information to submit on this issue.

- (e) ISC network arrangements and co-operative mechanisms implemented between relevant boards;

ForestWorks participates in the ISC forum arrangements and informally liaises with other organisations performing ISC roles in order to identify, share and learn about best practice approaches to ISC activities.

- (f) the accrual of accumulated surpluses from public funding over the life of each ISC's operation and its use and purpose;

ForestWorks submits that it performs activities and roles as per contractual obligations it has through contracts it enters into with state and federal governments. Most of these contracts do not allow for surpluses to be accumulated beyond the life of the contract (usually one to three years). Money not used during the contract period or on contract deliverables (as determined by independent audit) needs to be returned to the relevant department as a contractual commitment.

- (g) the effectiveness of each ISC in implementing specific training initiatives, for example the Skills for Sustainability initiative under the National Green Skills Agreement; and

ForestWorks submits that its organisation is very effective in the implementation of certain types of initiatives and is currently one third of the way in the carriage of the contract to implement skills for sustainability into the industry's training packages and across the industry.

Our effectiveness has to date been recognised by industry in our approach in collaborating to identify the central themes and outcomes to be achieved through improving sustainability knowledge and skills in the industry; having these validated at a national level by the industry via our Skills and Employment Council and other meetings. We are now testing them with a number of companies across several locations across the seven sectors. This engagement is designed to ensure that sustainability is embedded in everyday business practice and activity.

- (h) any related matters

Other ForestWorks related issues are covered in the submission below and details the activities and mechanisms that ForestWorks use to operate on behalf of industry and the community generally through the application of government funded contracts.

We would welcome the opportunity to appear before the committee and provide additional information as required.

Yours sincerely

Michael Hartman

CEO

## **ForestWorks: a snapshot**

- is a not-for-profit, industry owned expert organisation with respect to education, skills, training and workforce development in the forest, wood, paper and timber products industry
- has offices in Victoria, New South Wales, Queensland and Tasmania and coordinates industry committees in each of those states as well as a national Skills and Employment Council (SEC) covering all sectors of the industry
- is supported by industry and state and federal government funding
- performs a range of industry wide functions acting as the channel between industry, Government and the Australian Vocational Education and Training (VET) Sector
- sets skill and work standards for all of the forest, wood, paper and timber products industry (other than higher education based qualifications)
- has more than 50 member associations and companies nationwide, who collectively speak on behalf of more than 110,000 employees and 6000 enterprises
- has been in existence for over 25 years - providing industry skills leadership, training advice, information and related services
- works in an industry vital to Australia's future, Australia's only carbon negative wood and timber resource industry.
- works across many challenging industry sectors experiencing ongoing VET market failure due to diverse, expensive and difficult to deliver skill areas often located in regional Australia
- amongst many roles and functions for different organisations, also performs the role of Industry Skills Council for the industry and the Federal Government.

## **ForestWorks Structures and Roles for Industry Engagement**

*“Designed to provide ForestWorks the capacity to speak with authority and accuracy on industry skill, learning, careers, training and development issues”*

ForestWorks is a bi-partite, (i.e. owned by employers and employees via representative structures) expert research and representative organisation of the Forest, Wood, Paper and Timber Products Industry with respect to education, workplace skills and training.

It is an industry owned Proprietary Limited (Pty Ltd) company registered with ASIC as a not for profit organisation with an endorsed appropriate not for profit constitution. ForestWorks has a broad membership base (every significant industry association is a member, please see appendix 3 capability statement for a membership list and description) and led with a Board of Directors elected by members and drawn from a cross section of industry sectors.

ForestWorks has a stakeholder engagement plan to support effective and interactive information and advice flow between ForestWorks and the industry. The plan is based around industry networks via regional industry committees in Queensland, NSW, Tasmania and Victoria to gather information and advice. The plan also relies upon company members, informal networks and state ITABs in Northern Territory, South Australia and Western Australia to gather regional information and advice.

ForestWorks engages with industry formally via its national Skills and Employment Council which meets two to three times per year. The council process is open to all industry leaders with responsibilities/interests in employment, skills and training. This formal structure also provides advice to ForestWorks outside of the meeting process via email and phone.

In addition to this structure, ForestWorks meets regularly with industry associations, employers, and unions and participates in industry organized gatherings such as conferences, workshops and seminars as part of its industry engagement and data collection processes. (Please see appendix 1 for a sample of our engagement activities).

ForestWorks has successfully conducted projects with support from industry over more than 25 years.

ForestWorks covers all industry sectors including:

1. Forest growing and management
2. Forest harvesting and haulage
3. Hardwood and softwood sawmilling
4. Panel and board products manufacturing
5. Timber manufacturing including, roof truss, wall frames, door and window manufacture
6. Timber Merchandising
7. Pulp and paper manufacturing.

ForestWorks is recognised by Federal and State Governments and related agencies as the industry's advisory body on skills, learning and training.

ForestWorks key stakeholders are:

- Governments (State and Federal)
- Industry Associations including Unions
- Company CEOs and Senior Managers
- Site Managers and Supervisors
- Trainers and Assessors
- Registered Training Organisations
- Workers currently employed in the industry and potential new industry entrants
- Communities who are involved with our industry

ForestWorks performs a range of industry wide functions acting as the channel between Industry, Government and the Australian Vocational Education and Training (VET) and tertiary education systems.

## **ForestWorks unique service model**

ForestWorks is first and foremost, an industry owned, skills and learning development organisation, focused on education and training issues.

It applies its capabilities and resources to a number of contracts, projects and programs. It secures government contracts to perform services for government departments based on industry expertise, adult learning and VET sector expertise and contract/project management. It only takes on work that will benefit the industry and the employees that work in the industry.

## **Contract and Financial Management**

Currently, ForestWorks single largest contract is its Industry Skills Council Contract with DEEWR which accounts for approximately 60% of its income. The other income comes from service contracts to state governments (currently QLD, NSW and VIC), DAFF, Industry and DEEWR (for various ISC related additional work). This ratio of funding is only fairly recent, following ForestWorks being assigned the ISC contract in 2008. Prior to 2006, up to 80% of income came from state government's contracts and industry.

Nearly all past and present government contract work including all current government contracts and the ISC contract has the requirement to spend all of the contract funds on the purposes outlined in the contracts or return to government any unused funds. Independent and certified Auditors undertake an extensive auditing process for each contract to ensure that government funds are only applied to the contract deliverables. This does not allow ForestWorks to accumulate reserves from government funds beyond the life of individual contracts. (The ISC contract is a 3 year contract so funds do accumulate over financial years but must all be spent or returned to DEEWR).

Additionally DEEWR and state government departments monitor, review and ultimately make judgments on the quality and relevance of the contract outputs. Contracts are short term in nature with the average length 1 to 3 years. There is no expectation that ongoing contracts will be provided for work that is below standard. ForestWorks reports to ASIC annually via the company annual report to Australian accounting standards. This report is reviewed and approved by Auditors, Company Directors and by members via the annual general meeting process.

## **ForestWorks Effectiveness**

ForestWorks works in a small, but incredibly diverse industry. More than 500 units of competency describe a vast array of work functions, often carried out to enterprise and machinery process standards in regional and sometimes remote areas. The forest, wood, paper and timber products industry is a vertically integrated industry, in which the industry's resource sectors are closely linked with the processing, manufacturing, wholesale and retail sectors.

Wood is a natural carbon storing product, but as a product that takes years to grow, it is very unpredictable and variable. Employees working for enterprises in the industry are able to apply

skills and knowledge to process logs into a wide range of timber, wood, paper and building products, with each type of product requiring a different manufacturing and development process. Skills and knowledge are complex and product specific, sometimes tree species specific and often take many years to learn and master.

ForestWorks uses its industry and stakeholder engagement processes to gather data about the industry, its employment and skills and the communities that the industry draws upon and to a certain extent supports. This data is collected, collated, studied and then used to produce a range of services to industry, government, the VET sector, the higher education sector and the community.

The workload of an organisation such as ForestWorks cannot be measured by a simple counting of employment numbers or enterprise value or production figures. Workload is created by the volume of activity and by the diversity and dispersed nature of the industry. This means ForestWorks has to be able to work in most regions of Australia, with a wide range of stakeholders with vastly different needs and requirements.

In addition, due to the wide spread of skills used in the industry, ForestWorks operates with the challenge of a thin training market. A thin training market is a market that does not operate effectively, with weak signals, high costs, many challenges and low rewards for those willing and able to provide training services, particularly in this case, training providers. In fact ForestWorks operates in a training sector where few providers willingly deliver to, and where government funding for training does not meet the same level of costs as in other industries. This is captured in the ForestWorks Industry Skills Scan (see appendix 2 for a relevant extract). This very different environment to some larger industries with well known, static skills and large target audiences, for example hospitality, business services and tourism. Training to a certain extent is a volume exercise and the more volume you have in standardised skill delivery, the better the environment is to operate in as a training provider.

The forest, wood, paper and timber products industry is Australia's only carbon positive industry. Thus, as an industry that stores greenhouse gases, it is one of the few industries where the policy response to climate change represents an opportunity to add value to existing and current operations. It is in the interests of all Australians that the industry is properly managed and has the skills, training and investment it needs to grow.

It is clear that Australia and the world will move to reduce carbon emissions utilising a number of different approaches, and timber and wood products will have a prominent place in that process.

Timber and wood products are renewable, sustainable and pull carbon out of the atmosphere and store it indefinitely in buildings and other timber products. Thus the industry, its employees and their skills are of significant strategic importance to Australia and its future development. ForestWorks works in an industry with products and processes vital to the future of Australia, particularly in a carbon constrained international economic environment. Few industries offer so much to the environmental future of Australia and provide development and employment in regions outside of the capital cities.

ForestWorks industry knowledge and expertise is summarised in the annual document it publishes for DEEWR titled: Industry Skills Scan, A research summary of industry developments and directions impacting on employment, skills, training and workforce development demand changes.

This report is a core product and provides advice to readers about the industry and its skill needs and challenges. (Please see Appendix 2 for an extract from the current skills scan)

ForestWorks is only a recent addition to the group of industry skills councils. We have only been operating with that role for two years, with the first year of this period devoted to establishing the staff and business systems to appropriately deliver the ISC role.

ForestWorks broad array of functions and activities are listed in a newly developed brochure see [attachment.....](#)

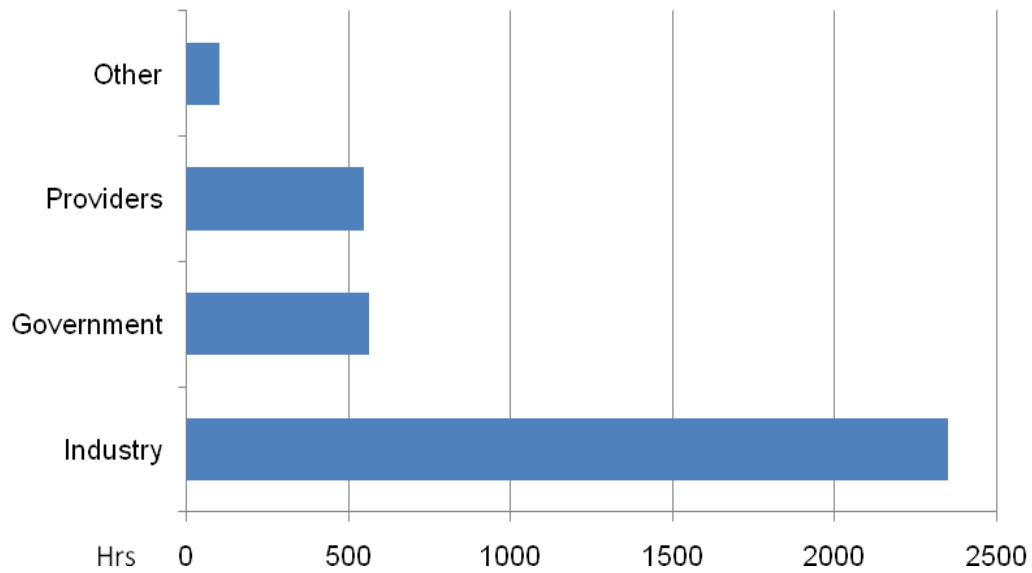
## **Forest**

## Appendix 1: Stakeholder Engagement Reporting Example

Quarter ending December 31, 2009

*By Organisation Type*

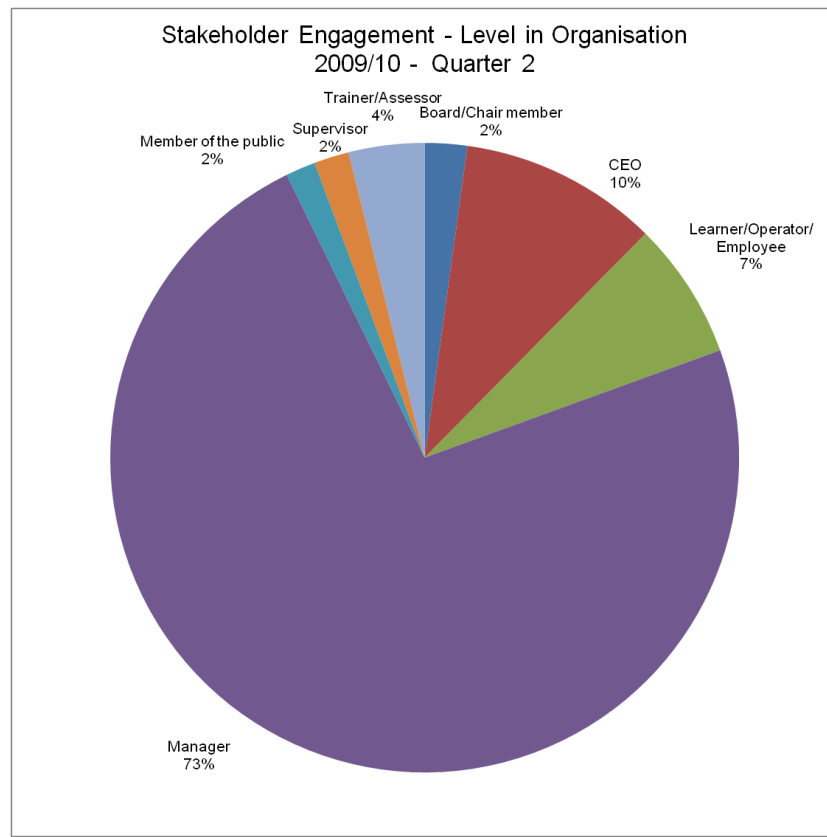
### Stakeholder Engagement - Organisation Type 2009/10 - Quarter 2



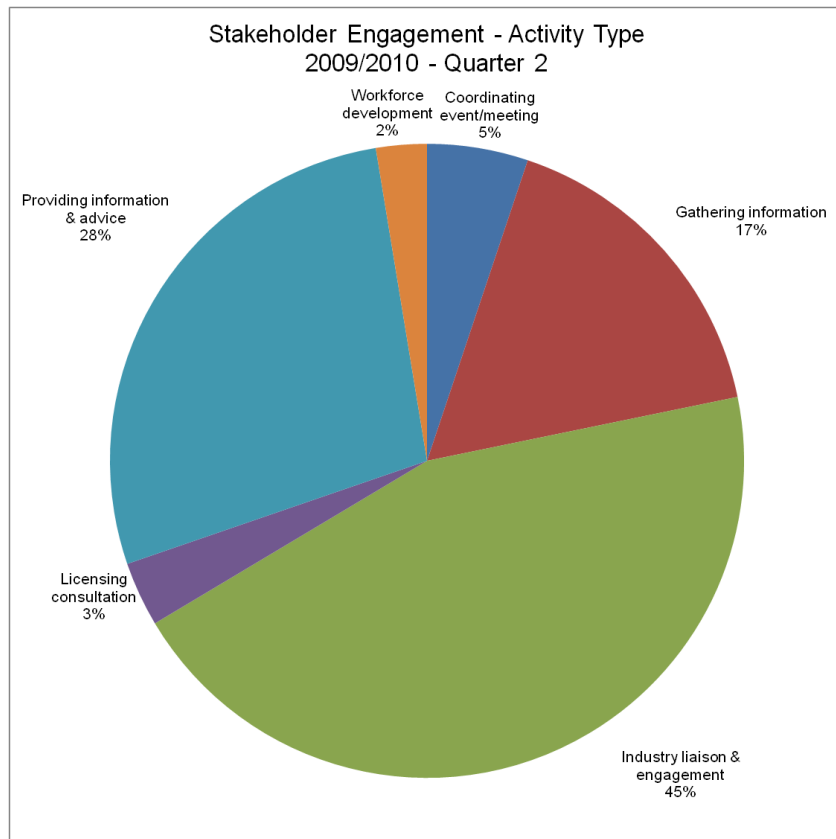
## Stakeholder Engagement by Organisation Type

<b>Industry</b>			<b>Hours</b>	<b>%</b>
	Company large > 50	570.2		
	Company medium 20-50	322.7		
	Company small < 20	264.9		
	Industry support unit	264.2		
	Association - State Employer	244.6		
	Association - National Employer	274.6		
	Owner/Operator	23.3	1964.5	
	Association - National Employee	248.0		
	Association - State Employee	138.7	386.7	2351.2
				66%
<b>Government</b>				
	<b><u>Fed Govt</u></b>			
	Consultant	33.1		
	Government - Federal	200.5		
	ISC	133.1	366.7	
	<b><u>State Govt</u></b>			
	Government - State	158.4		
	ITAB	39.6	198.0	564.7
				16%
<b>Providers</b>				
	Assessor	45.8		
	RTO - Industry	237.8		
	RTO - Private	106.4		
	RTO - School	16.2		
	RTO - TAFE	142.7	548.9	15%
<b>Other</b>				
	Australian Apprenticeship Centre	7.7		
	Government Local	7.7		
	Job network	9.5		
	Job seeker, Interest grp, Individual	76.4	101.3	3%
			3566.0	

**By Level in Organisation**



**By Activity Type**



## **Appendix 2: Executive Summary from ForestWorks Industry Skills Scan**

### **Executive Summary**

**The forest, wood, paper and timber products industry scan for 2010 identifies the key characteristics of the industry with regard to workforce related skills development. There are five key characteristics that continue to shape the industry's engagement and investment in skills development:**

- Training for the vast majority of learners occurs in the workplace across the seven industry sectors
- High cost to deliver Registered Training Organisation (RTO) based training in the industry due to factors of regionality, low participant numbers and high equipment costs
- Low volume of enrolled participants in Vocation Education Training (VET) by this industry in any particular skill area and industry engagement with training providers is still limited
- If an employee is made redundant, the current Job Services Australia (JSA) model of services does not appear to sufficiently assist workers in making the transition to new employment
- Skill delivery is at risk of market failure due to a low demand on RTOs leading to lack of investment by RTOs, leading to lack of delivery capacity and options and a lack of demand by industry

### **In the majority of situations in our industry:**

- Where industry, via enterprises, puts a low demand on the VET sector this is resulting in a lack of government funded training resources flowing to the industry
- A significant amount of industry training and learning takes place at the enterprise and at learners' own cost without the outcomes of this training being benchmarked or recognised outside of the enterprise
- A significant amount of 'at work' training – while effective and non disruptive to production does not deliver recognisable, transferable, benchmarked skills that are vital to the future of the industry, the learner and our economy
- RTOs face unsustainable business models to deliver to industry and subsequently stay away from the industry

ForestWorks (which has only recently had the responsibility to tackle these issues) and other organisations participate with enterprises to encourage more formal engagement with the VET sector resulting in some increases in the usage of national skill standards and qualifications at an enterprise level. This outcome is not widespread and often enterprises pick and choose what parts of the system they use, and use it for some roles and employees on a sporadic basis (i.e. minimum investment rules apply).

In order to change this situation industry needs to increase enrolment in nationally recognised, government resourced skill development.

### **What needs to be done?**

- The cost to benefit ratio for enterprises to engage with the VET sector needs to change
- The cost to benefit ratio for RTOs to deliver training to the industry needs to change

For these ratios to change, RTOs need to be supported to deliver a quality service to the industry in a high cost, regional and low volume environment.

Enterprises need to enrol more of their existing workers and new employees into VET sector training. Enterprises also need to receive clear skill improvement and a greater level of external incentive, as many of the benefits of this approach are external to the immediate needs of the enterprise.

## Appendix 3: Capability Statement

### WHAT IS FORESTWORKS

***ForestWorks is a bi-partite, not-for-profit, expert representative of learning and skill development in the forest, wood, paper and timber products industry. We perform a range of functions - acting as the conduit between industry, government and Australia's training and education system.***

ForestWorks covers all industry sectors including:

- forest growing and management
- forest harvesting and haulage
- hardwood and softwood sawmilling
- panel and board products manufacturing
- timber manufacturing including, roof truss, wall frames, door and window manufacture
- merchandising
- pulp and paper manufacturing.

ForestWorks achieves outcomes for the forest, wood, paper and timber products industry by working with:

- enterprises
- government
- employee and employer industry associations
- Industry Training Advisory Boards (ITABs)
- Registered Training Organisations (RTOs).

ForestWorks achieves skills development outcomes by:

- assisting industry in developing and recognising existing and new skill requirements
- developing an 'Industry Skills Plan' with the Skills Employment Council (SEC) and working parties to oversee skill and training initiatives
- providing leadership, direction and information on industry skills development to and for government
- working with industry to support other organisations in developing skill development networks and infrastructure for the benefit of industry.

### **HISTORY**

The Forest and Forest Products Employment Skills Company (FAFPESC) was formed in 1994 from a restructure of the National Forest Industries Training Council. Over the next 13 years, the role of FAFPESC evolved as the industry and the Vocational Education and Training (VET) system changed. In 2005-2006, as part of its ongoing commitment to responsive servicing of the industry, FAFPESC conducted a full review of its operations and structures.

The review resulted in a new organisation with new governance and consultative structures, a broader membership base and a new name. As a result, FAFPESC was transformed into the new entity ForestWorks Ltd. ForestWorks has the industry support, membership, demonstrated leadership and expert capacity to lead a wide range of skills development initiatives for the industry.

In early 2008, ForestWorks Ltd achieved the status of Industry Skills Council (ISC). In this role, ForestWorks facilitates partnerships between industry and government, in order to assist industry and government to develop a highly skilled workforce for Australia.

## **STRATEGIC DIRECTION**

### **MISSION**

ForestWorks' mission is to:

- work with industry to improve its capacity to develop and maintain a skilled workforce
- assist in increasing productivity, participation and development in the industry
- facilitate employees access to national portable competency based skills and training
- successfully carry out government and industry funded programs and projects consistent with the industry skills plan, government and industry objectives.

### **OBJECTIVES**

- develop, facilitate and monitor the Industry Skills Plan and use the plan as a tool to educate the industry about skills development approaches and initiatives
- assist industry to develop its capacity to develop the skill of its workforce through enterprise assistance, skill solutions, worker assistance including career pathways and pathways into employment for job seekers
- provide advice that benefits government initiatives and our industry
- work with industry and the post school skills and education system to develop appropriate skills systems and tools such as standards, qualifications, enterprise and learning resources
- work with education and training providers to assist them to deliver necessary services to our industry
- encourage the use of the national skills system including recognition and recording of all skills in the industry
- gather data about our industry, employment and skills for use by industry and government
- assist the industry with its ongoing development with a focus on employment development.

### **GOALS**

- with the support of industry we facilitate the Industry Skills Plan and make measurable progress towards the Plans objectives and goals
- industry development is supported by our activities and workforce development programs
- government and industry supports our work as shown by the wide range of funded contracts we have

- tertiary training and education systems are improved and applied to our industry to meet skill needs.

### ***OUR APPROACH***

- we continually demonstrate our value to industry and government via a team of motivated and competent people delivering outcomes useful to industry and government
- we consistently secure and deliver against government and industry funded contracts that assist our industry and government to achieve their objectives.
- we provide ongoing and comprehensive engagement with industry at all levels to educate, assist, lead, inform and build the skill development capacity of workplaces and skill development organisations.
- we have ongoing and comprehensive engagement with government to influence and inform government policies and agendas and to assist in the implementation of industry supportive government objectives.
- using contract funding, we initiate information and skill programs. Each core program has ongoing aims and objectives that are progressed by completing a number of projects over time. The majority of our work outcomes are reported via these programs.

## STRUCTURE

### **OUR REPRESENTATIVE STRUCTURE**

#### ***ForestWorks Membership***

Membership of ForestWorks is open to representative industry organisations, companies and individuals. ForestWorks members review the annual report of the company, determine Board of Director appointments and nominate industry experts to sit on the Skills and Employment Council (SEC).

#### ***The Skills and Employment Council (SEC)***

SEC membership is determined through nomination by company members. This group meets two times a year to determine industry policy on training, assessment and skills development matters. The SEC establishes working parties and oversees skill and training initiatives as agreed to in the Strategic Plan.

#### ***Board of Directors***

The ForestWorks Board consists of six people elected by members to focus on corporate governance, company policies, finance and general strategic direction of the company including the SEC. The ForestWorks Board meets four times a year.

## MANAGEMENT STRUCTURE

### ***ForestWorks employs 24 people, including more than 17 training and skills experts across four states.***

ForestWorks is recognised by Federal and State Governments as an organisation which maintains relevant skills and industry expertise and a large proportion of project funding comes from these bodies. Senior managers, project managers and officers carry out various projects with the aim of delivering high quality measurable outcomes to funding agencies and industry.

In addition to management and supervision of project work, ForestWorks' is responsible for governance processes, including scheduling and agendas for meetings of the Skills and Employment Council (SEC), reports to the Board, minutes and various Australian Securities and Investments Commission (ASIC) related responsibilities.

The CEO and the ForestWorks Financial Manager are responsible for the financial management and reporting of finances to the Board. All financial transactions, expenditure and income are monitored by independent accountants and auditors. The majority of ForestWorks contracts are independently audited, company statements are also independently audited as required by ASIC.

## **FORESTWORKS SENIOR MANAGEMENT**

### **Michael Hartman, Chief Executive Officer**

Michael Hartman's 26 year career of providing direction, expert advice and leadership within adult education, learning, vocational education and training systems, is highlighted by a personal dedication to improving skills of employees while maximising organisational efficiency. Under his leadership, ForestWorks has significantly increased its national role and capacity, enhanced and expanded its programs and continues to increase industry's access to skills development and training. Michael holds a Diploma of Management (Community Services), Certificate IV in Workplace Training and Assessment and trade qualifications.

### **Jane Bartier, Deputy CEO/Program Manager Research and Advice**

Jane Bartier has an extensive career in the vocational education and training sector in Australia. Jane's role at ForestWorks has been to work with the industry to ensure that the needs and demands are being conveyed quickly to government. This industry advice and understanding of government policy directions has led to successful outcomes from a range of projects, including:

- a research project aiming to understand the barriers for women entering the industry, based on information from women currently employed
- managing a number of workers assistance projects to support workers as they face redundancy whilst the industry is undergoing structural adjustment
- investigating models of flexible traineeships to increase industry use of traineeships as a first preference for training
- working with the frame and truss sector's to improve their training standards and to develop meaningful pathways in the industry.

Jane negotiates with our national and state based representatives to develop responses to government directions – such as the role of climate change professionals, professional development pathways for foresters, models to support workers affected by closures and reviews of training products and systems.

Much of this advice and direction is then captured annually in the Industry Environmental Scan which provides a snapshot of the key trends and developments impacting on the industry skills development and workforce development needs. Jane holds a Masters in Public Policy, Bachelor of Arts Degree and Graduate Diploma of Education.

### **Antoinette Hewitt, Program Manager Skill Standards, Qualifications & Materials**

Antoinette Hewitt's career in Vocational Education and Training spans across training delivery and management roles in business, marketing, information technology (including design and multimedia), management and finance. This was further broadened to school based apprenticeship in traditional trades in her previous role in establishing and managing Australian Technical Colleges in Bendigo and Eastern Melbourne. Antoinette started her career in the telecommunications sector in financial, product, data management and forecasting roles. Antoinette holds a Graduate Diploma in Education (Secondary), Bachelor of Science (Mathematics/Statistics) and a Diploma of Frontline Management.

### **Sharmily Mukherjee, Program Manager Workforce Development Solutions**

More than 14 years experience in the training and education sector (including the provision of providing corporate training; teaching in schools, TAFE and Universities). Extensive project management experience including managing national projects of significant strategic importance, client management and contract negotiation. Sharmily has managed key ForestWorks activities for almost 10 years. This includes managing the 4 year data collection project across the industry which collected information from 3500 enterprises across the industry as well as mapping out the industry sectors and their activities. This work represents the most comprehensive data kept about the industry, its workforce and industry issues. Sharmily is based in Sydney and manages a range of NSW activities as well as the national program based around enterprise assistance and advice. She has extensive knowledge of the industry, its stakeholders but also of the VET sector and the needs and requirements of training providers. Sharmily holds relevant qualifications in research, information and database management, analysis and reporting (Datawarehousing). Certified IT Project Manager and holder of Master of Engineering in Information Technology degree.

### **Igor Zhevelyuk, Operations Manager**

Igor Zhevelyuk has extensive project and contract management experience in commercial and not-for-profit organisations, supported by well developed skills in operations, HR and financial management. Igor has worked in the defence sector and media/public relations industry. He was recently responsible for the delivery of a number of government funded projects and programs for not-for-profit organisations – both at national and state levels. Igor has developed ForestWorks' internal business systems and processes into a highly efficient and flexible structure, supporting all project and reporting activities, internal controls and communications, quality assurance and staff professional development. This includes the creation and application of a customised project management framework based on internationally recognised methodologies and standards - such as Prince2 and PMBOK. Igor holds qualifications in business management, finance and public relations.

## **CORE SERVICES**

***We are dedicated to improving learning and skill development in order to optimise employee performance in the forest, wood, paper and timber products industry.***

### ***The Skills and Employment Council (SEC)***

The SEC determines industry policy on training, assessment and skills development matters and is organised and managed by ForestWorks.

### ***Strategic skills planning***

We work with key stakeholders in the industry to ensure ongoing national strategic planning for skills development.

### ***Networks***

We manage a range of networks and consultative forums such as the Forest Industry Assessment Plan System (FIAPS) network. FIAPS provides training providers with the opportunity for the exchange of best practice processes, tools and methodology for training and work place skill development and assessment. FIAPS provides consistency, quality standards and practices.

### ***Data collection***

We collect qualitative data nationally on the forest, wood, paper and timber products industry employment and skill needs, and produce various research and data reports as required by industry.

### ***Skill standards***

We set industry skill standards for all forest, wood, paper and timber products industry related work functions. This involves managing our industry's response to reviews of training programs, developing new competency standards, qualification frameworks and systems, supporting and advising on implementation and skills development issues.

### ***Skills development advice***

We provide skills development, training information and advice to stakeholders including enterprises, RTOs, trainees, assessors and individuals.

### ***Material development***

We develop materials and tools for industry training and education - toolkits, resources for trainers and students, effective and practical assessment processes and plans.

### ***Project management***

We manage programs and projects for the industry.

### ***Research***

We research industry skills and provide information on industry priorities, barriers to training and transfer of knowledge into workplace practice.

## **Career advice**

We provide advice on working and learning in the industry – to enterprises, employees and potential employees.

## **WHAT WE OFFER**

***ForestWorks provides a vehicle to improve the forest, wood, paper and timber products industry and its' status in Australian society by promoting careers, skill and training standards and creating new pathways into the industry.***

As a not-for-profit organisation, our primary focus is on outcomes that will assist industry and government to achieve their goals. By encouraging learning and skill development, ForestWorks aims to gain improvements for all sectors, associations, employers and employees related to and/or part of the forest, wood, paper and timber products industry.

ForestWorks is sector inclusive and offers a coordinated approach to skills development. We represent both employers and employees and seek and secure government contracts to resource our ongoing programs and project activities. This work assists government to meet its goals - no additional financial support is sought from industry for ForestWorks activities, however we cannot perform them without the support provided by industry - by way of their time knowledge, information and participation.

We are a vehicle by which government demonstrates its assistance and support to industry and all the people who work in it.

ForestWorks has numerous assets:

- Social capital - the ForestWorks Board, staff, our members, Skills and Employment Council (SEC) and training providers.
- The participation and involvement of stakeholders in industry skill standards, qualifications and the Forest Industry Assessment Plan System (FIAPS).
- We have many years' experience in learning and skill development.
- A comprehensive database of industry contacts.
- Knowledge and expertise in the Vocational Education and Training (VET) sector, adult learning, careers and jobs.
- The capacity to seek and secure contracts for work and then to perform the work to the highest standards to meet the needs of the contract provider and stakeholders.
- The respect and regard of the VET sector via Commonwealth and State Governments.

ForestWorks provides these services while faced with a number of complex and ever changing issues. These include:

- an industry with significant diversity in skills, location, markets and approaches but unified by its reliance upon wood, wood fibre, forests and plantations
- a diverse industry with a myriad of industry organisations, sometimes competing with each other for funding and for strength of influence
- varying levels of sophistication in how enterprises manage labour and gains or maintain skills
- a small market for skills development and training, especially in regional and rural areas.

## **NETWORKING CAPABILITY**

***ForestWorks actively works with enterprises and training providers to meet industry skill development needs. With the expert advice of our project staff, enterprises receive the support and assistance they require to meet their training needs.***

### ***Forest Industry Assessment Plan System (FIAPS)***

FIAPS is the preferred source of assessment plans and recording tools for over 40 key training providers Australia wide. The system sets an industry standard for consistency of assessment and training delivery. Leading RTOs, training providers and industry enterprises recognise the value of FIAPS and take up subscription to the network. FIAPS is the key way any organisation that trains and assesses in our industry can provide assessment and training against a valid, national benchmark.

### ***ForestWorks Skills and Employment Council (SEC)***

SEC is an integral part of the work ForestWorks achieves on behalf of industry. The SEC determines industry policy on training, assessment and issues relating to general skills development. Based on need, the SEC establishes working groups to resolve issues in learning and skill development. The Council also oversees skill and training initiatives as agreed to in the SEC Industry Skills Plan.

### ***Skills Enhancement and Training Project (SET)***

ForestWorks manages the SET project, which is funded by DEEWR and focuses on skills initiatives for the industry. This project looks at the:

- facilitation of skills development options and education (focused in Tasmania)
- enhancement of training delivery methods (focused in Tasmania)
- development of careers information and pathways (including school to work pathways)
- production of learning and educational materials.

The SET project works closely with industry and training providers to ensure improvement in the availability of skills enhancement for existing workers and for appropriate skill development opportunities for new entrants to the industry.

### ***Careers***

Having the right people is vital to any industry and making the right career choice is a crucial step for anyone seeking employment. ForestWorks provides career information to both industry and potential new entrants and in late 2008 employed a National Employment and Pathways Coordinator based in Tasmania. ForestWorks also has a range of careers information material available, including an Industry Skills Development and Assessment Guide, Cut Above career booklet and the Reach for the Skies career DVD. Forestworks also maintains a career website to all potential and existing industry employees ([www.growyourcareer.com.au](http://www.growyourcareer.com.au)).

### ***Representation across all states***

Each state has a different approach to how they fund and manage state ITABs which has resulted in different capabilities in each state. ForestWorks assists state ITABs by contributing to a proportion of their costs in travel and attending various national functions. State ITABs assist

the overall national effort by working with industry in their state and providing information to ForestWorks regarding industry viewpoints and intelligence. ForestWorks co-ordinates, supports, chairs and/or administers the Industry Training Advisory Boards (ITABs) for the forest, wood, paper and timber products industry. In Victoria, Tasmania, New South Wales and Queensland, ForestWorks has direct contract responsibilities for the state ITABs.

### ***Pulp and paper industry***

ForestWorks is the host and ongoing vehicle through which the majority of Australia's pulp and paper manufacturers and the industry union coordinate their workplace training and skills development activities. For almost a decade ForestWorks has assisted and supported the Pulp and Paper Industry Skills Development Unit by helping to develop and implement a workplace training and assessment system for the industry.

### ***International networks***

Through its members and networks, ForestWorks has access and input to a wide range of other networks and organisations throughout the Asia Pacific region and globally. Members and Board Directors participate in regional and global organisations and networks for:

- education and training bodies
- industry associations
- labour and community organisations.

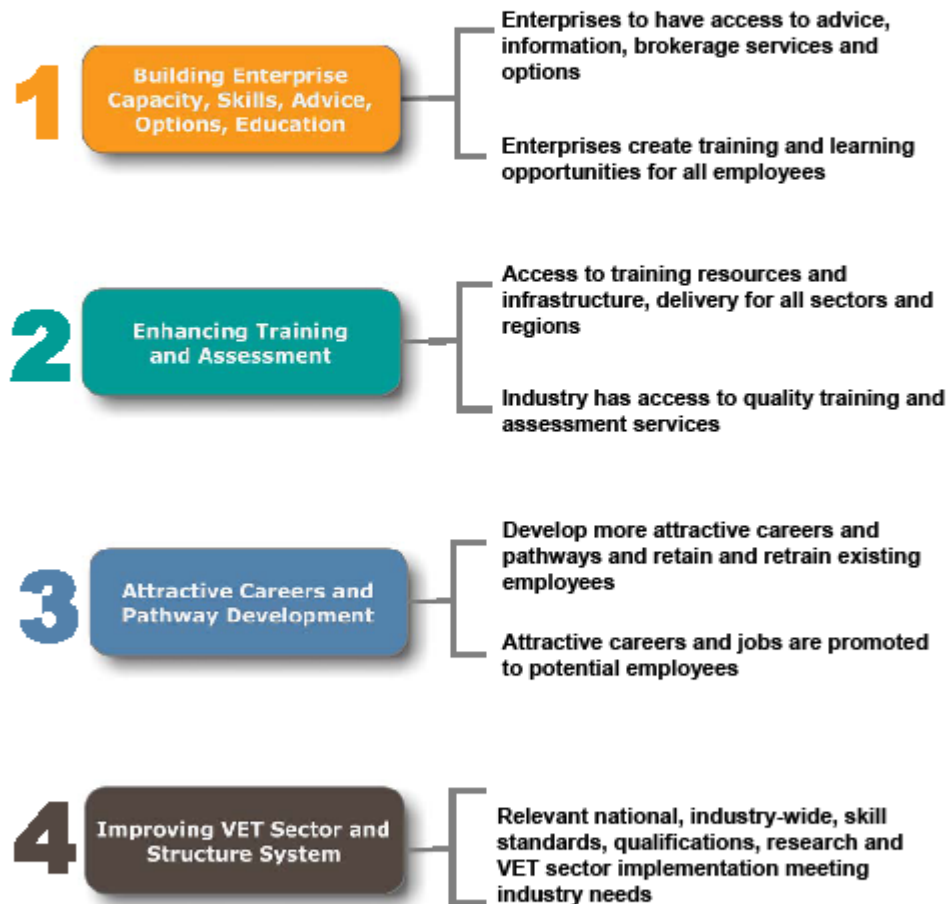
Members and Directors also bring to ForestWorks a diverse range of contacts and experience with other international and multi-lateral agencies, industry groups and organisations.

## OUR STRATEGIC DIRECTION

ForestWorks works to meet its ongoing strategic goals. These are developed, measured, monitored and accounted for on a regular basis to the Board of Directors. ForestWorks takes its strategic lead from the Industry Skills Plan. This plan was developed by industry through ForestWorks strategic planning capabilities.

# National Industry Skills Plan

## Outline



## MEMBERS

### ***Who are ForestWorks members?***

ForestWorks is the representative body of the forest, wood, paper and timber products industry. Our members reflect the diversity of the industry and its sectors:

- enterprises operating in the forest, wood, paper and timber products industry
- not-for-profit organisations representing the interests of enterprises and workers in the industry
- individuals who earn a living from the industry and want to contribute to skills development and training.

### ***What do members contribute?***

ForestWorks members become part of a team working to improve industry's capacity to develop and maintain a skilled workforce. Our members help identify skills development and training issues facing the industry and we work with them to develop solutions to address them. Our members also contribute to the development of national industry competency standards and Forest Industry Assessment Plan System (FIAPS) which form the industry's national skills standard.

### ***What are the benefits of membership?***

- access to research and advice focused on skills development and training
- access to national and state networks of industry experts, RTOs, individual trainers and assessors
- free skills development expertise and professional advice
- subscription to a range of ForestWorks publications on learning and skill development
- participation in forums in order to increase knowledge and capacity
- the opportunity to make a difference on policy and program development through participation in the Skills and Employment Council (SEC).

## **OUR MEMBERS**

### **A3P**

A3P members employ more than 13,500 people in plantations, sawmills and paper manufacturing plants mainly in rural and regional areas. A3P members create and sell more than \$4 billion of products, produce more than 12 million cubic metres of logs, 3 million cubic metres of sawn timber and more than 2 million tonnes of paper. [www.a3p.asn.au](http://www.a3p.asn.au)

### **Amcor Limited**

Amcor Limited's group of companies comprise of five substantial operating divisions in five geographic areas - Australasia, North America, Latin America, Europe and Asia. Most of these specialise in specific sectors of the packaging market. As one of the world's largest packaging companies, Amcor 's main products include PET plastic containers for beverage applications, flexible packaging for the food and healthcare markets, tobacco packaging, corrugated boxes and a North American distribution business. [www.amcor.com](http://www.amcor.com)

## **Appita Inc**

The Australian Pulp and Paper Industry Technical Association (Appita) facilitates the pulp and paper industry technical network involving all stakeholders to advance the technical capability and expertise of the Australian and New Zealand pulp and paper industry. [www.appita.com.au](http://www.appita.com.au)

## **Australian Forest Contractors Association Ltd**

AFCA is a national association representing all Forest Harvest and Haulage Contractors. Their objective is to facilitate a national network that will enhance the long term viability and welfare of Australian forest contractors. AFCA provides a voice for Australian forest contractors bound within the spirit of co-operation toward other key industry shareholders – especially forest owners and wood users. [www.afca.asn.au](http://www.afca.asn.au)

## **Australian Forest Growers**

Australian Forest Growers (AFG) is the national association representing private forestry and commercial tree-growing interests in Australia. Established in 1969 as the Australian Forest Development Institute, AFG is a national association with branches in all states. It is run by a voluntary council of growers, supported by a small paid professional staff based in Canberra. [www.afg.asn.au](http://www.afg.asn.au)

## **Australian Window Association**

The Australian Window Association is the national industry body representing window manufacturers and their suppliers. Founded in 1992, the AWA is a co-operative of over 400 companies representing the interests of 90% of Australia's window production and promoting the growth and profile of the window industry. [www.awa.org.au](http://www.awa.org.au)

## **Australian Workers Union (QLD and WA)**

The Australian Workers Union is a federation of state, regional and industry-based branches. It represents more than 130,000 members across Australia in a diverse range of industries. It is Australia's oldest general union. [www.awu.net.au](http://www.awu.net.au)

## **Cabinet Makers Association (VIC)**

The Cabinet Makers Association (Victoria) extensive membership base covers the whole range of cabinet making, including commercial and domestic fit-outs or renovations, as well as most suppliers to the industry. [www.cmavic.com.au](http://www.cmavic.com.au)

## **Carter Holt Harvey Woodproducts Australia**

Carter Holt Harvey Woodproducts Australia is Australia's most comprehensive wood manufacturing, distribution and sales business. The CHH Woodproducts business in Australia comprises 17 manufacturing sites and 8 distribution/administration and sales centres in Australia. CHH Woodproducts Australia Group of Companies services both domestic and export markets. [www.chhwoodproducts.com.au](http://www.chhwoodproducts.com.au)

## **CFMEU: Forestry and Furnishing Products Division**

The CFMEU Forestry and Furnishing Products Division of the CFMEU has 18,200 members in all areas of the Forest and Wood Products and Furnishing Industries. The goal of the CFMEU Forest and Forest Products Division is to build, strengthen and maintain a union that protects and improves the quality of life for workers in the industry. [www.cfmeuffpd.org.au](http://www.cfmeuffpd.org.au)

### **Crescent Timber and Hardware Pty Ltd**

Crescent Timber & Hardware offer a wide range of timber and hardware products.  
[www.crescenttimber.com.au](http://www.crescenttimber.com.au)

### **Dormit Pty Ltd**

Dormit Pty Ltd is a completely Australian owned and operated company that prides itself on environmental care and management. Dormit's product lines are broad and utilise the highest quality timber available on the market. They include sawn timber, pallet timber, playsafe undersurfacing, mulch and the unique and highly regarded woodfibre riding surface.  
[www.dormit.com.au](http://www.dormit.com.au)

### **Forest Enterprises Australia Ltd**

Forest Enterprises Australia Ltd (FEA) is an ASX-listed forestry and forest products company. Formed in 1985, it operates across the timber processing and agribusiness industries.  
[www.forestenterprise.com](http://www.forestenterprise.com)

### **Forest Industries Association of Tasmania**

The Forest Industries Association of Tasmania is an employer body which was formed in 1983 to represent the interest of processors of Tasmanian forest products. Processing activities range from producing veneers, hardwood and softwood timber, panel products, pulp and paper to export woodchips. [www.fiatas.com.au](http://www.fiatas.com.au)

### **Forest Industries Employment and Training Services**

FIETS is an independent company offering a wide range of services to the forestry industry and other industry sectors. FIETS offers Redundancy Services including accredited Pre-Employment training, Financial and Re-Employment services, and Counselling and Mentoring Services.  
[www.fiets.com.au](http://www.fiets.com.au)

### **Forest Industries Federation (WA)**

The Forest Industries Federation's aim is to raise awareness and encourage learning about the management and use of Western Australia's south west native forests and softwood and hardwood plantations. [www.forestindustries.com.au](http://www.forestindustries.com.au)

### **Forest Industry Council (Southern NSW) Inc**

The Forest Industry Council (Southern NSW) Inc. (FIC) was formed in 1981 as a forum growers, processors and contractors for both softwood plantations and native forests in the South West Slopes of southern NSW. Membership of the FIC ranges from small logging and haulage businesses through multinational corporations. [www.forestindustrycouncil.com.au](http://www.forestindustrycouncil.com.au)

### **Forest Products Commission (WA)**

The Forest Products Commission (FPC) is a Government trading enterprise established to develop and market Western Australia's renewable timber resources. In addition to growing millions of seedlings every year, FPC invests in research and development. FPS identifies ways and means in which to extend the traditional uses of our timbers, in order to provide value-added commercial opportunities. [www.fpc.wa.gov.au](http://www.fpc.wa.gov.au)

## **Forestlands Consulting**

Forestlands Consulting Pty Ltd is a Sydney based company with expertise in large-scale (temperate and tropical) commercial forestry and forest products industry operations, resource industry and business management, timber-based product brand and thematic marketing. They also provide corporate leadership, public policy negotiations and formulation, corporate advocacy and government relations. As well as offering stakeholder consultation, community liaison, media relations, editorial preparation and corporate affairs.

## **Forestry SA**

Forestry SA manages the state owned forest resource in South Australia. Forestry SA is responsible for the management of approximately 70,000 hectares of State owned plantation in the Green Triangle and 14,500 hectares in the Mount Lofty Ranges and Mid North regions. Our annual planting program is maintained at about 2,500 hectares per annum.

[www.forestry.sa.gov.au](http://www.forestry.sa.gov.au)

## **Forestry Tasmania**

Forestry Tasmania has the statutory responsibility for the management of 1.5 million hectares of State forest land. This land contains 39% of Tasmania's forests. Forestry Tasmania's operations are independently certified under the Australian Forestry Standard (AFS) which sets stringent environmental, social and economic criteria for forest management and production tracking.

[www.forestrytas.com.au](http://www.forestrytas.com.au)

## **Forest and Forest Industry Council of Tasmania**

The Forests & Forest Industry Council (FFIC) is formed from associations with an interest in forest and land use issues. It was created in 1989, has played a significant role in the annual forest debates about export quotas for woodchips, Recommended Areas for Protection, the formation of the Public Land Use Commission, and the development of the Regional Forest Agreement. [www.ffic.com.au](http://www.ffic.com.au)

## **Forests NSW**

Forests NSW is a public trading enterprise within NSW Department of Primary Industries. We sustainably manage more than two million hectares of native and planted forests for a wide range of economic, environmental and social values to internationally recognised standards. As the largest manager of native and plantation forests in NSW, Forests NSW is a major force in the state's timber industry which contributes nearly \$1 billion to the NSW economy each year.

[www.forest.nsw.gov.au](http://www.forest.nsw.gov.au)

## **Frame and Truss Manufacturers Association**

The Frame & Truss Manufacturers Association of Australia Ltd (FTMA Australia) is an independent, national organisation representing fabricators of and suppliers to the pre-fabricated timber truss and wall frame industry. [www.ftmaaustralia.com.au](http://www.ftmaaustralia.com.au)

## **Gunns Ltd**

Gunns Ltd manages over 275,000 hectares of freehold land, with 200,000 hectares under plantation. Their estate includes approximately 150,000 hectares of hardwood, eucalyptus plantations in Tasmania and 50,000 hectares of radiata pine softwood plantations in the Green Triangle region (South Australia and Victoria). Gunns Ltd place significant emphasis on the

development of high quality plantations to ensure a supply of this sustainable, renewable resource to their markets. Gunns employs approximately 2600 employees in their operations in Tasmania, Victoria, South Australia and Western Australia. [www.gunns.com.au](http://www.gunns.com.au)

### **Hyne Timber**

Hyne Timber has extensive interests in the timber processing, wholesaling and exporting which includes sawmills, timber manufacturing plants and distribution outlets. Hyne Timber is proud that its timber and timber products are produced from sustainably managed forests. [www.hyne.com.au](http://www.hyne.com.au)

### **Kimberly-Clark**

Kimberly-Clark Australia and New Zealand is a subsidiary of the US based Kimberly-Clark Corporation. Kimberly Clark markets innovative health and hygiene products that people come into contact with everyday. Manufacturing facilities are located in New South Wales and South Australia. [www.kca.com.au](http://www.kca.com.au)

### **National Association of Forest Industries (NAFI)**

The National Association of Forest Industries (NAFI) provides a voice for Australia's renewable and sustainable forest industries. NAFI is committed to ensuring forestry has strong representation in political and public engagement to ensure this vital industry is supported in order to achieve the best possible outcome for Australia's economy and the environment. [www.nafi.com.au](http://www.nafi.com.au)

### **NSW Forest Products Association**

The NSW Forest Products Association was established in 1906 as the representative organisation of the forest and forest products industry in NSW. It provides advice and assistance to members on resource and market development as well as supplying factual forest management information to the community as required. [www.nswfpa.asn.au](http://www.nswfpa.asn.au)

### **Primary Industries Training Advisory Council (NT)**

The Primary Industries Training Advisory Council (NT) services (amongst others) the Forestry and Forest Products industries in the Northern Territory. [www.pitac.org.au](http://www.pitac.org.au)

### **SCA Hygiene**

SCA Hygiene Australasia is a hygiene solution company in Australia and New Zealand. SCA produce absorbent hygiene products, packaging solutions and publication papers and manufacture and market to both business and consumer markets. SCA are dedicated to sustainable development and conduct their activities to the highest possible economic and environmental standards. [www.sca.com](http://www.sca.com)

### **Tasmanian Forest Contractors Association**

Exclusively representing the interests of Tasmania's diverse network of forest contractors, the TFCA are involved at all levels of industry and government ensuring that the collective voice of the harvest, haulage, silviculture, site preparation, roading and quarry contractors are at the forefront of decision making. [www.tfca.com.au](http://www.tfca.com.au)

### **Timber Communities Australia**

Timber Communities Australia exists to encourage the sensible, balanced multiple use of our forests for the benefit of all Australians. Their aim is to secure long term access to natural resources to generate employment and a future for regional communities and to ensure our Australia's unique forests are scientifically evaluated and sustainably managed for the benefit of future generations and genetic diversity. [www.tca.org.au](http://www.tca.org.au)

### **Timber2020**

Timber 2020 Inc is a community and industry organisation with a broad membership from State and Local government agencies, industry and small business partners, community and conservation organisations. The membership contributes subsidiary funding and considerable in-kind support. [www.timber2020.com.au](http://www.timber2020.com.au)

### **Timber Merchants Association of Victoria**

The Timber Merchants Association of Victoria (TMA) represents businesses from the Merchant, Wholesale and Manufacturing sectors of the Timber Industry. The TMA is a provider of expert advice and services that members require to satisfy the needs of their customers and cope with increasing competition in the marketplace. The TMA's vision is to increase the efficiency, productivity and profitability of members businesses through its industry specific focus and ability to service the specialised needs of timber merchants. [www.timber.asn.au](http://www.timber.asn.au)

### **Timber Queensland**

Timber Queensland origins date back to 1938. It is a commercially-minded, non-profit industry association representing the interests of its members. Their unique and diverse membership base consists of timber businesses from plantation growers, harvesters, sawmillers and merchants through to timber users including manufacturers, architects and builders. A key role of Timber Queensland is to support and encourage the development and expansion of the forest and timber industries as a means of securing the long-term business viability of our members. [www.timberqueensland.com.au](http://www.timberqueensland.com.au)

### **Victorian Forest Harvesting and Cartage Council**

The Victorian Forest Harvesting and Cartage Council (VFHCC) represent members from the harvesting and cartage sector of the forest and forest products industry in Victoria. The VFHCC consults with and represents Victorian forest harvesting and cartage contractors, their families and communities. Its objective is to improve, protect and foster members' best interests and assist them to obtain their rights under social, industrial and other legislation.

### **Vic Forests**

VicForests is a State-owned commercial forestry business operating in Victoria, Australia. They sustainably harvests two million tonnes of eucalypt logs yearly for a range of domestic and export customers and markets. They established operations in August 2004 as part of the Victorian Government's Our Forests Our Future policy which required the separation of forest policy, regulatory and commercial functions. [www.vicforests.com.au](http://www.vicforests.com.au)

**Victorian Association of Forest Industries**

The Victorian Association of Forest Industries (VAFI) represents the native hardwood processing industry in Victoria. It was established in 1945 and represents its members' interests to governments, communities and markets. [www.vafi.org.au](http://www.vafi.org.au)

**WA Primary Industries Training Council**

The Western Australian Primary Industries Training Council (WAPITC) is an autonomous industry based body comprised of representatives from employers, employees, Registered Training Organisations (RTO's), employer organisations and other interested parties from the forest and forest products (and other primary) industries. [www.wapitc.org](http://www.wapitc.org)

**Willmott Forests**

Willmott Forests is a quality endorsed, integrated forestry company that manages in excess of 47,000 hectares of Radiata pine, Silky Oak and She-oak plantations, ranging from new plantings to mature trees and produces a wide range of landscape and structural timber products from its softwood processing operations. [www.willmottforests.com.au](http://www.willmottforests.com.au)